

Approved For Release 2002/02/12 : CIA-RDP68-00140R000100530014-8

DD/S 60-1329

ER# 60-2239

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30 March 1960

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT : Program for Greater Efficiency in CIA

REFERENCE : Memorandum fr DCI to Deputy Directors, same subject, dtd 28 January 1959

1. For some time your Efficiency Task Force has been convinced that it is quite important to establish some target for the Agency's program for reduction of the over-all strength of the organization. While the Efficiency Task Force is continuing to exert its efforts toward improving the work of the Agency by separating those employees who fail to live up to Agency standards, this work thus far has been primarily on an individual basis and it is the conviction of the Task Force that greater efficiency can still be achieved if some pressure is put on the line supervisors to further identify their less competent employees. One of the methods for achieving this pressure is to establish an over-all goal for reduction in the Agency which in turn can be levied upon individual units. The Task Force recognizes, of course, that in some areas the Agency will have to expand rather than contract, but nevertheless is convinced that such expansion can be accomplished while simultaneously bringing the over-all strength of the organization down by increasing the efficiency. Attached for your consideration is a memorandum which has been drafted by the Task Force setting forth an objective for a further reduction. You will note that in this draft no specific percentage has been named, but it is generally believed that a figure of between three to five per cent could be accomplished. You will also note that there is no indication given as to how this reduction would apply to the various components inasmuch as it should not be generally applicable to every component for the same percentage for the reasons outlined above. Copies of this draft have been simultaneously forwarded to the individual Deputy Directors, and it is suggested that this be discussed at one of your Deputies' meetings at an early date.

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2. There are certain matters which the Task Force wishes to call to your attention for the purpose of this discussion. As you may well be aware, each of the Deputies has directed the individual components in their areas to prepare rating lists by which personnel would be rated in accordance to their competence, with the most competent appearing at the top of the list and the least competent at the bottom. These lists will be essential should we determine on any reduction in force in any component. Therefore, in recommending that percentage objectives be established at this time the Task Force does not necessarily mean to suggest that these be used as the basis for involuntary separations under the terms of the proposed reduction of surplus personnel procedures. The figures to be used by each career service for that purpose will necessarily be the result of the most careful and objective study of the requirements and manpower characteristics of that service. As mentioned above, these studies are in progress and can be utilized beginning with the DD/P and then going to the DD/I, and finally to the DD/S, the latter appearing last because of the necessity of relating the real support needs of the first two components to the strength requirements of the latter.

3. Further, you will recall that you have approved certain increases in strength such as among the JOTs increases of 88 for FY '61, 57 for FY '62 and 18 for FY '63, making an over-all increase of 163 positions in the JOT ceiling. In addition, there has been an increase of 53 positions in the Office of Communications for a special project supporting the DD/P. Further, it should be recognized that when reductions are made in support positions in stations [REDACTED] these individuals must be picked up by support offices in headquarters thus increasing their difficulties in reducing headquarters strength.

4. It is recommended that the attached draft receive your consideration at an early date.

(signed)  
Lyman B. Kirkpatrick  
Inspector General

Attachment - 1

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DEPT

MEMORANDUM FOR: Deputy Director (Plans)  
Deputy Director (Intelligence)  
Deputy Director (Support)  
Inspector General

SUBJECT : Program for Greater Efficiency in CIA

REFERENCE : Memorandum fr DCI to Deputy Directors, same subject,  
dtd 28 January 1959

1. The Program for Greater Efficiency has resulted in savings in manpower without adverse effect on our over-all competence and capability. I am convinced that we can continue to improve our effectiveness with fewer personnel, especially in headquarters. It is clear, however, that as we gradually reduce the size of the Agency we must separate those employees who for one reason or another can be released without damage to essential activities.

2. Naturally, I want this program accomplished with careful consideration for the equities in each case. In the past we have had available procedures for selection out and out placement. These means have been used with successful results and you should continue to employ these procedures when their use is indicated. Of particular importance in this connection is the preparation by supervisors of precise Fitness Reports that accurately reflect the true competence of the employee in relation to others in the same competitive area.

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3. For various good reasons we cannot reduce our strength to the extent I believe is desirable through selection out, out placement or normal attrition. Accordingly I have under study a system whereby we will be able to separate employees in a fair and equitable manner when it is determined that their services are surplus to our needs. I want the addresses to collaborate closely with the Director of Personnel in establishing the procedures which will be required to implement this program.

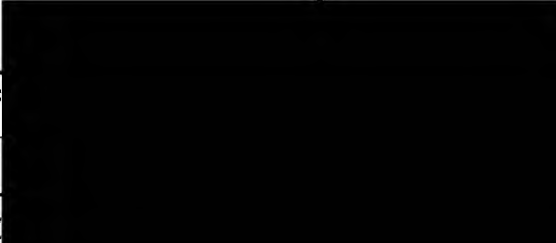
4. I attach the greatest importance to this effort. As you know the Agency made a 1% cut in personnel during FY '59 and is making a cut of an additional 2% in FY '60 (as of June 30, 1960). I am establishing as an objective a further reduction of \_\_\_\_\_ for FY '61 with primary emphasis on the reduction of headquarters strength.

Allen W. Dulles  
Director

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<b>TRANSMITTAL SLIP</b>		DATE 20 April 1960
TO: Special Support Assistant to the DD/S		
ROOM NO. 2129	BUILDING "I"	
REMARKS:  Attached is the "Program for Greater Efficiency in CIA" paper Colonel White discussed at today's Staff Meeting.  You will recall he requested that your reply include workload statistics and any anticipated changes which may affect your workload and manpower requirements.  Comments are due in this Office on 27 April.		
FROM: 		
ROOM NO. 123		
FORM NO. 2 1 FEB 55		



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